

The Robert Jones and Agnes Hunt  
Orthopaedic Hospital  
NHS Foundation Trust



# Summary Strategic Plan

2014 - 2019

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*Delivering Outstanding Patient Care*

## Foreword

Welcome to the summary of the Strategic Plan for the Robert Jones and Agnes Hunt Orthopaedic Hospital NHS Foundation Trust. Our strategy outlines how we intend to develop our services over the next five years as we continue to work towards our objective of being the leading national centre for orthopaedics whilst ensuring our high quality services remain sustainable against increasing financial challenges to health budgets.

We build our strategy from a strong platform; we are consistently commended by our patients and their families for the high quality of care we provide, our waiting times meet national requirements and our post surgical outcomes are strong. We have a stable financial position, having achieved our planned surpluses for each of the last six years. These have been re-invested into a programme of estates modernisation and development that ensures our facilities and equipment mirror the high standards of patient care provided.

As we plan for the future, we are mindful of the growing pressures on health budgets driven by an increasing and aging population alongside annual reductions to the income we receive equivalent to 4% per year.

We recognise that In order to sustain our strong performance we will need to become ever more efficient in delivering the healthcare requirements of our patients and through our strategy we outline our plans to maximise opportunities and address the delivery challenges we anticipate.

Key to achieving our aims will be releasing capacity so that we are able to meet the increased demand for our services within existing resources. We have identified a number of opportunities to enable this through the benchmark of best practice care pathways both nationally and internationally. We believe the implementation of these will further enhance the experience of patients using our services whilst offering better value to our Commissioners.

Additionally we will redesign the Shropshire pre referral orthopaedics pathway to ensure patients referred by GP's for orthopaedic and related conditions have access to the most appropriate healthcare professional and diagnostics in managing their condition and in doing so reduce waiting times and inappropriate referrals to hospitals.

Further, we are mindful of the need to better harness the opportunities from technology. We have recently appointed an Associate Director of Information Management and Technology to support the implementation of a number of technology driven initiatives that will enhance the efficiency of our administration support functions and will be a key component in the delivery of our future efficiency requirements.

Our strategy has been considered and approved by our Board of Directors to ensure our continued success and safeguard the sustainability of our services over the next five years.

## Our strategic aims

Our objective is to deliver the best possible care to patients as we aim to be

**‘The leading centre for high quality sustainable orthopaedic and related care achieving excellence in both experience and outcomes for our patients’**

In order to achieve this we have identified three primary objectives that are at the heart of all the decisions we make as follows:

**‘To be the provider of choice for patients through the provision of safe, effective and high quality orthopaedic and related care’**

Key to this will be ensuring our services are accessible to all those that request them within national waiting time requirements and maintaining our strong clinical outcomes and patient care scores.

**‘To improve outcomes for patients through partnership working with patients, staff and commissioners of services at a local and national level, and through clinical networks with other providers’**

Patients are not our only customers – their relatives, friends, visitors, the General Practitioners who refer them and the bodies that Commission our services are important too. By listening to their feedback and by working in partnership with our commissioners we will continuously improve the services we provide.

**‘To develop a vibrant and viable organisation where people achieve their full potential and success leads to investment in services for patients’**

Meeting our ambitions rests on our staff – engaging, empowering and recognising our people will make sure they can give their best and continuously drive improvement in the delivery of services.

## Key Themes of our Strategy

Our strategy sets out how we will achieve our overall vision and objectives over the next five years across a number of key themes:

# 1) Service Improvement

As a leading specialist orthopaedic centre of excellence, we provide a comprehensive range of musculoskeletal (bone, joint and tissue) surgery and associated medical and rehabilitation services.

We provide the orthopaedic health care needs for the local populations of Shropshire, Mid and North Wales, Telford & Wrekin and Cheshire. In addition we offer specialised surgery and care to patients from further afield on a regional and national basis.

We recognise that in order to remain successful and sustainable as an organisation we will continually need to review and identify opportunities to improve the way we manage the delivery of quality care. We have considered how we will develop our services for each stage of the patient pathway as follows:

## Pre-referral

We will redesign the service that manages orthopaedic related GP referrals for Shropshire with the aim of improving access to therapy and pain management services in community locations. This will reduce referrals to hospital based specialist consultants where surgery is often not the appropriate solution.

We believe this will offer improved access of orthopaedic related care to patients across the County and reduce the overall costs of delivery

## Outreach services

We recognise the importance of ensuring our services are easily accessible to patients and have identified the development of outreach services as key to achieving this.

We have developed an outreach strategy that defines the criteria that must be achieved for the establishment of new outreach facilities for the benefit of the patients we serve.

Wherever possible we will look to partner with existing NHS providers to ensure best use of existing NHS facilities.

## Before Admission

We will ensure that diagnostic tests have been completed before the first patient appointment with one of our consultants to minimise waiting times and patient visits

The introduction of an updated electronic patient record system will enhance the efficiency of our bookings and outpatient pathway and reduce Medical records management costs.

We will implement a digital pre-operative screening system to enable patients to undertake their pre-operative assessment remotely without the need to attend in person.

As part of the pre-operative process we will continue to provide patients with education via a joint school and DVD to ensure they are fully prepared for surgery, their stay in hospital (if applicable) and their continued rehabilitation post discharge.

## **Admission**

As part of a major capital investment, we will open a new Admission, Day Case and Recovery Unit (ADCU). This will provide dedicated admission capacity to enable us to optimise our day surgery admissions.

Additionally, we will provide a new ten bedded inpatient ward consisting of en-suite rooms that will be utilised by patients undergoing treatment for bone tumours. The provision of these first class facilities will support this cohort of patients through their treatment programme.

## **Surgery**

Upon the opening of the new ADCU from 2016 we will increase the number of day case admissions as a result of the increased short stay recovery capacity provided.

The opening of a new suite of replacement theatres adjacent to the ADCU will enable a faster turnaround of patients between wards and improve patient experience.

Additionally, theatre utilisation will improve as the specification of the replacement theatres will enable more flexible usage than is currently possible.

## **Post Surgery**

We will build on the successful introduction of enhanced recovery pathways for hip and knee surgery by rolling out the principles to our entire surgical base. This will continue to improve the patient experience by getting patients better sooner and will allow us to use our resources more efficiently.

The introduction of electronic vital signs monitoring on our inpatient wards will assist the nursing of patients through their recovery until they are fit to be discharged. Additionally, an electronic prescribing system will be implemented that will simplify the discharge process.

## Follow Up

We will review outpatient follow up pathways in conjunction with commissioners and clinical leads and will where feasible introduce telephone clinics to support the management of long term conditions.

## 2) Efficiency and Productivity

We are committed to delivering our services in the most efficient way and recognise the importance of this as an enabler to delivering high quality services within an agreed financial plan.

Based on the service improvements we have outlined and by benchmarking best practice both nationally and internationally we have set a series of key performance indicators that we will use to manage incremental productivity improvements each year.

In order to deliver our financial objectives we will be required to deliver efficiencies of 4% annually. These will be met by a combination of cost reduction schemes and income generation utilising the capacity freed up from productivity improvements. Our cost improvements have been set based around the following themes:

- **Stepped Operational efficiency** (productivity improvements)
- **Service redesign / use of Technology** (transforming the way we deliver our services)
- **Improved service line performance** (focus on how to improve performance of our loss making service lines)
- **Commercial/Trading opportunities** (growing business of our trading areas including Private Patients, Orthotics Manufacturing and Diagnostics)
- **Corporate Functions** (including strategic procurement opportunities)

### **3) Growth**

Our productivity improvements will release capacity to perform an additional 200 operations per year.

This will enable us to manage an expected increase in referrals generated by the demographic factors of the population bases we serve and support other local providers in managing orthopaedic waiting times.

Additionally, as patients become increasingly aware of their right to choose which Hospital they are referred to we expect to see a growing number of referrals from neighbouring health economies given our consistent high standards of care and patient feedback.

We will continue to offer supplementary orthopaedic capacity to our Commissioners in North Wales that will be formalised through a long term agreement. Additionally we will continue to be the main provider of orthopaedic services to residents of North Powys.

### **Specialised Services**

Our strategy assumes the continued provision of specialised services for spinal injuries and bone tumour.

We are however mindful that a national review of specialised commissioning is currently taking place that will redefine which services are specialist and the criteria of the centres where these should be provided. We expect this will restrict the number of hospitals that are commissioned to treat specialist conditions.

Whilst there are risks associated with this changing landscape we feel that overall the direction of travel will offer opportunities for us to further consolidate and grow our specialised services in a role that will be pivotal to both regional and national networks.

## 4) Financial Sustainability

Key to our strategy is ensuring that we are able to continue providing high quality care within increasingly constrained finances.

To achieve this we have identified the following key financial objectives:

- To generate annual surpluses to enable a re-investment in both our facilities to continuously improve the quality of our services and patient experience.
- To support the delivery of the productivity agenda maximising 'invest to save' opportunities.
- To maintain sufficient cash balances that give the Trust sufficient risk coverage against risks.

### Financial Projections

Using the key assumptions and themes as outlined in our strategy we have projected our future financial performance. This demonstrates we expect to achieve an operating surplus of at least £1m each year. Key to achieving this will be:

- Securing of modest increases to our income base driven by increased demand for our services.
- The delivery of productivity improvements that will provide the capacity to manage additional patient throughput.
- The delivery of cost savings to offset inflationary pressures

This position will both support our future financial sustainability and support the delivery of our capital investment plans that amount to c£30m over the period.

Our forecast financial risk rating with our external regulator also remains at the strongest level of performance.

## Managing Risks

In considering the delivery of our strategy, we have stress tested our plans by applying concurrently potential risks that include::

- Falling short in delivering our annual productivity and efficiency requirements
- Managing unplanned Increases to our cost base
- Revised Specialist Commissioning arrangements

In the event of these risks occurring, we have developed a series of Board approved mitigations that would fully offset their impact.

We have assessed that these measures would be sufficient to return us to financial stability and we have therefore declared that our strategy will enable us to sustainably delivery high quality services throughout the period.